

DOE/ARM ARCS-2
Republic of Nauru
Management Report
4-5 October 2001

Prepared for: ARM/TWPPPO
LANL

Prepared By: Kim Nitschke
SPREP, Samoa
ARM/TWP Project Coordinator

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Chronology

Following is the chronology of events and meetings. Detailed discussion is found in the section “Discussion”.

Thursday 0650

Arrive Nauru - flight ON331

Thursday 0700

Met with Joseph Cain and Nicholas Duburiya at the airport. Nicholas was there to greet me and Joseph Cain was there to depart from Nauru for two weeks holiday.

Joseph assured me that Tyrone Deiye and Andrew Kaiurea had been briefed and were awaiting my arrival and subsequent planned meeting.

Thursday 0900

Met with ARCD Observer and site OIC, Nicholas Duburiya on ARCS site to discuss the following:

- Roster and site coverage
- Communications; staff and TWPPPO
- NIES staff support
- Process for leaves of absence
- Reporting
- Long term staffing plan
- Training plan

Thursday 1130

Met with ARCS Observer, Jana Tom on ARCS site to discuss the following:

- Staff morale
- Staff development and training opportunities
- Roster and duty difficulties
- Staff communication

Thursday 1430

Met with Andrew Kaiervia, Tyrone Deiye, and Nicholas at the Republic of Nauru (RON) Department of Industry and Economic Development (IED) offices to discuss the following:

- Roster and site coverage
- Communications between staff and TWPPPO
- NIES staff support
- Process for leaves of absence
- Reporting
- Long term staffing plan
- Training plan

Discussed overall staff management planning including staffing levels, duties, abilities and development. This was closely linked with discussions on the Nauru National Weather Service (NNWS) initiative.

Thursday 1900

Dinner at Chan's Palace with Tyrone, Andrew, Nicholas and Jannah

Presented staff with SPREP T shirts and thanked them for the continued good efforts.

Friday 0900

Telephone call with Larry Jones. Provided an update and outline of the report.

Friday 0930

Following the removal of all refugees from the HMAS Manoora during the night, HMAS Manoora departs Nauru waters.



Friday 1000

Met with Tyrone at IED to discuss staffing issues and the monitoring of suggested corrective strategies.

Friday 1030

Topside and inspected Refugee camp (sorry no photos allowed)

Friday 1100

Telephone conversation with Alex Hancock head of Refugee camp security.

Friday 1200

Met with ARCS Observer, Henry Harris to discuss the following:

Staff morale

Staff development and training opportunities

Roster and duty difficulties

Staff communication

Friday 1230

Met with Tyrone at IED

Friday 1430

Depart Nauru - flight ON351

Discussion

General Staffing issues.

As I only had the chance to have a discussion with four of the six staff, and that the Pacific pro quo is only to discuss the positive and not raise or discuss negative issues, staff morale was difficult to ascertain. Nicholas and Janna seem to be satisfied with their work and are working well together in covering shifts for the current absenteeism. Henry is happy with his efforts.

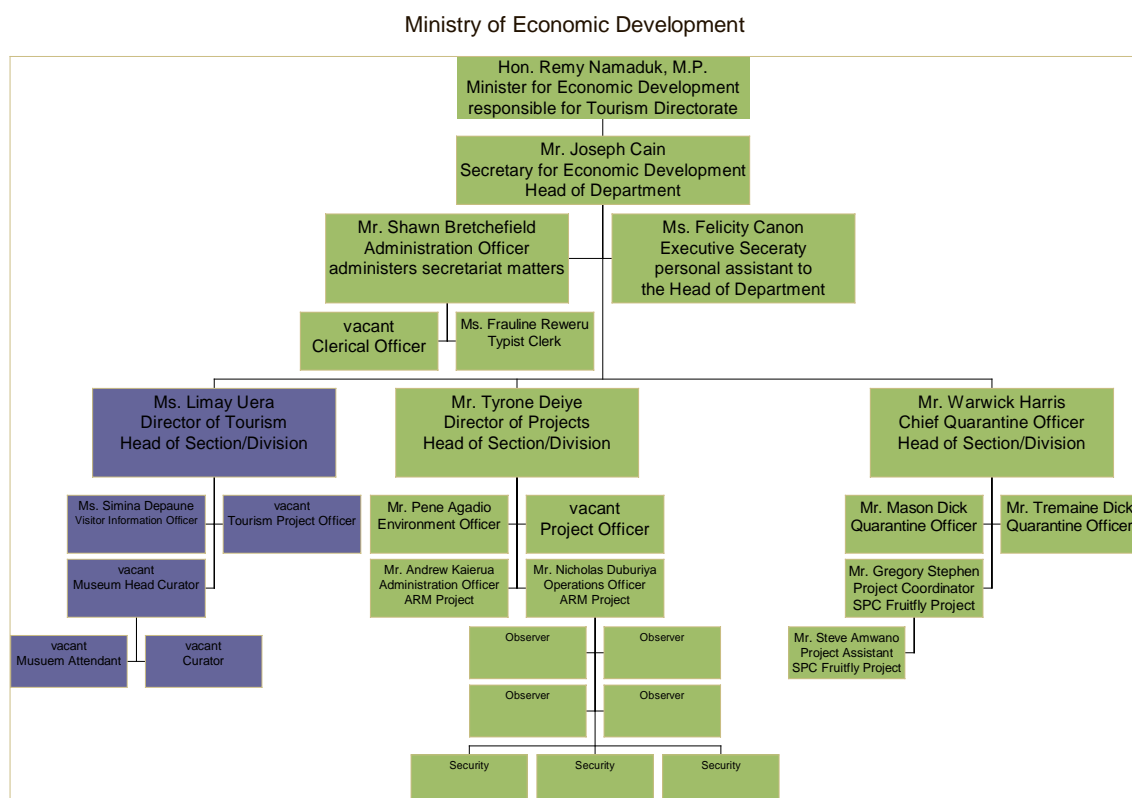
In identifying a problem with work output, accountabilities and the need to ensure that the roster need to be adhered to, it has highlighted to the Nauru team that perhaps things are not quite right and can be quite easily improved. From this perspective, the trip to Nauru has been most useful.

When the remaining observers return, it is anticipated that morale will increase further. Given good staff management, the team in Nauru are more than capable to meet the requirements of the ARM operations and to this end I have tried to install the need for improved management at the Director of Projects level and above.

This was a timely visit and with continual monitoring and advise from ARM/TWPPO, I look forward to seeing some improvement with ARCS-2 staff operational performance.

Organisational Structure

The following organization chart indicates current arrangements within the Nauru Ministry of Economic Development (IED). One of the possible staffing problems is the unclear and line management structure at Nicholas and Andrews level. Both are at the same level and there has been a lack of communication between the two. I have discussed this with Tyrone and he has agreed that this structure may need alteration to ensure that staff utilisation and management is more effective. Although previous structures had a single ARCS Project Officer responsible for both operational and administrative functions, it was decided that given the skills of available staff that the position be divided. This is an internal IED issue, but nevertheless one that I believe needs addressing.



Recommendation:

That the organisational structure be reviewed as a part of the National Meteorological Service (NMHS) implementation to ensure clear line-management functionality.

Current Staff status

- Nicholas is trying to cover for staff absenteeism and related gaps in the roster. Nicholas is currently working a lot of unlocked overtime. As a result of IED regulation, Nicholas is not entitled to receive overtime. The requirement for overtime should be minimised by the effective use of staff resources. This is also the situation with Janna.
- Megan is missing in action following a 4-month VNA (Climate Change Vulnerability Needs Assessment) course at the University of the South Pacific (USP) in Fiji.
- Franklin is on recreational leave following a 1-month Fiji Meteorological Service (FMS) WMO level IV observing course (JICA funded)
- Henry has a high absentee record.
- Janna works a lot of overtime to cover shifts.
- Andrew: at present does not undertake ARCS observational duties at all. Although he is rostered to cover a two shifts, his role as been purely administrative and NIES orientated. Fortnightly financial and administrative reports are behind, and it was recommended that he attempt ASAP to reconcile. In addition to the current financial details, overtime entitlements will be reflected by using the suggested staff roster and tracking sheet (refer attachment 1) and forwarded as an attachment to the report. Andrew currently works at IED 100% and is providing assistance with NIES preparations and Telco cabling activities.

Staffing Levels

It was agreed by IED that there is sufficient staff numbers with 5.5 staff being allocated for operational duties at the ACRS site and 0.5 for administrative and NIES preparatory duties. Given a full compliment of 5.5 staff, there is enough float to cover planned (emphasise planned) staff training and leave / sickness absenteeism. In addition to ARCS duties the NIES daily and weekly rounds (estimated to be an extra 1 hour per day) can be absorbed within the existing roster.

Staff leave approval is delegated to the Secretary to the Minister of Economic Development, Joseph Cain. I emphasised the need for long periods of leave to be effectively managed to ensure operational continuity. This level of micro-management although the responsibility of IED should if overly disruptive to the operational program be referred to ARM for information and comment.

Staff Duties and Roster

Current roster is essentially non-existent due to the requirement for constant change and flexibility in ensuring roster coverage with the absence of Megan and Franklin. Requested that Nicholas should still be able to prepare a relatively equitable and fixed roster reflecting the current staffing constraints. Operational reports from Nicholas as requested by TWPPPO per month are still required (refer below).

I examined the sign on book. Janna was the only signatory evident and appears to be undertaking a majority of the shifts. Requested that Henry and Nicholas ensure that the sign on book be used by all staff, not only for staff supervision purposes but it was also valuable for staff safety.

Discussed the need for stronger communication and lead-time in identifying annual leave and off island courses. Refer Staffing Levels section above and Staff Training section below for detail.

The operational duties and staff competencies were briefly examined: it was evident that some staff cannot undertake some of the duties due to unfamiliarity with equipment. This is particularly the case for comprehensive resupply checklists and the operation of the hydrogen electrolytic generator. The main problem was the inability of some staff to locate equipment and confidence in operating equipment in all scenarios. Suggested that Nicholas ensure all staff can locate equipment by going through the lists with each one of them and provide ARM/TWP with a summary of staff incompetencies.

Reviewed the current roster and emphasised the need to enforce personnel management. Discussed the need for tighter staff control with respect to attendance and general staff resource management. I tabled a copy of a draft staff roster and tracking sheet as an example for their modification and use as they saw fit (refer attachment 1). It was agreed at the meeting by IED that it was a useful tool and should be used in conjunction and linked with Andrew's fortnightly financial reports and Nicholas Monthly operations reports.

Recommendation:

That the staff roster and tracking sheet be used on a fortnightly basis by being sent to ARM/TWPPPO prior to the roster commencement and on completion.

Staff Training

- Jana has applied for a 2month FMS training course to commence late January (date TBA)
- Megan has applied and been accepted for a Pacific Desk Training Course with the US National Weather Service in Honolulu.

Nicholas, Joseph and Andrew did know about Megan's application for the Pacific Desk training course. The initial application was made earlier in the year through the Ministry of Foreign Affairs, but Megan was put on a USNWS standby list and no more correspondence was

received until recently with the advent of an acceptance letter from Richard Hagermeyer.

- Megan has completed VNA training at USP
- Franklin Teimitsi has just completed a WMO level IV observation course at the FMS

The lack of communication between Ministries and ARM needs to be addressed, as does the handling of Megan's participation (In her absence, this is still unresolved). In particular the communication between the Ministry of Economic Development and the Ministry of Foreign Affairs need improving. Following discussion about ARM training support with Tyrone, He had indicated that all future training approvals would originate from the Minister of Economic Development following a process of approval and verified support from ARM. This will be closely monitored by Tyrone to ensure viability. Notification of any intention to attend training courses will be forwarded with suitable notice for ARM approval.

Staff development plans are non-existent and there seems to be an impromptu approach to training. The courses identified need to be appropriate and relevant to the capacity building requirements of the Nauru NWS as it develops its NMHS. At present the most basic of observational training is required and should be approached in a systematic and phased approach. The need for a staff-training plan linked to the NMHS plan is essential. This has been briefly covered in the consultants report (refer Attachment 2)

Recommendation:

That SPREP ARM/TWP Project Coordinator advises Nauru IED of relevant courses available within the region and provides indicative timing.

That the Nauru IED develops a staff-training plan that is linked with NMHS development plans.

Nauru National Meteorological Service (NNMS)

Please find attached (Appendix 2) the Consultants report for the establishment of a National Meteorological and Hydrological Service (NMHS) for Nauru: "A Proposal for the Establishment of a National Meteorological and Hydrological Service"

There are no real surprises in the report. However the transitional arrangements for the fully dedicated ARCS in becoming a National Meteorological Service, whilst not compromising support for ARM operations, requires refining. The budgetary implications, staff duty descriptions and associated levels and line management functionality in particular require attention. If the Nauru NMHS is going to be developed under a different Ministry (Minister of Civil Aviation) this will have administrative implications for current ARM activities. The Consultants report implies that the NMHS development take full advantage of ARM support. I would

like to see a more reciprocal approach between the future governing Ministry and ARM in this regard, to ensure NMHS self-reliance and sustainability in the long term.

Tyrone has suggested as a next step, that IED will seek Ministerial approval for the implementation of recommendations made under the report. I have proposed that the DOE/ARM TWPPPO be closely advised of the proposal and any implications of ARM support in the development of the NMHS be highlighted.

Recommendation:

There is a need for more detail in the transitional process and as requested by IED, the SPREP ARM/TWP Project Coordinator may be able to closely monitor and provide assistance at an advisory level. This will assist in ensuring that both ARM operations and the NMHS initiative will not be disadvantaged.

That the TWPPPO be made aware of the current status and ensure its close involvement in the development of the Nauru NMHS.

The implementation budget, other than identifying ARM as a sponsor, falls a long way short of an indicative budget to accurately plan future expenditure and cash flows for both the Government of Nauru and ARM. If ARM were to have a major sponsorship role, I would recommend that a more detailed cost analysis be undertaken.

Current ARM equipment and its WMO compliance status, as outlined and recommended in section 5.2.1 of the Consultants report (Appendix 2), require addressing in more detail

Fuel

The diesel situation is thus:

There are three options in filling the existing diesel tank. The difficulty is NOT one of adaptors and nozzles, but one of pumping ability.

1. Using the truck that has a small trigger nozzle (bowser type) and pump.

The status of the truck is unknown at the moment and attempts to determine proved unsuccessful. (the driver suggests that it is operational, but his supervisor does not as the truck is believed to have a mechanical fault, which can be repaired). This method is the most convenient, but at present unreliable, as this truck is the only fuel truck with a pump on the island. However there are a number of other users that do not have underground storage facilities and require the use of a pump. They too are awaiting the supposed repair of the truck. Andrew is accurately determining the status.

2. Using the truck that has a large connector and no pump.

This method had not been tested (it was to be tested on site in the pm of writing this report). The large connector method is used to fill underground storage facilities (such as those found in service stations) The fuel is gravity feed (hence the lack of and requirement for a pump) The ARCS fuel tank although lower than the fuel truck tank may be able to fill the ARCS tank by one of a number of methods (removing the top plate of the tank, purchasing the brass connector that can mounted on top of the 4inch threaded section on top of the tank or via the existing filling point utilizing a minimising nozzle which can be supplied by the fuelling contractor. If the latter can be achieved there is no additional cost and no problem. However there is concern about the effectiveness of gravity feed given the height differential (particularly given the additional height of the new tank) There is no fuel pump on island that utilises the large connector method. (That broke down years ago and there is little requirement and no funds to purchase a new one)

3. Manual pumping via 44-gallon drums

Possible, but arduous. The new tank capacity will require a lot of handle turning. Suggest using only when desperate.

Recommendation:

Await the results of the gravity feed method and the status of the fuel truck with pump.

Trenching for Telecom cable and NIES

The backhoe is U/S again. The tyre has ruptured and there is no spare on island.

Recommendation:

The NIES site be hand dug and the Telco trenching be put on hold until the tyre is replaced. Andrew is to keep pressure on the contractor for repair and update ARM/TWPPO as appropriate.

Cherry Picker for Telecom cable.

The cherry picker has a problem with an AUD\$200 hydraulic ram seal. The seal has been put on order through the NPC but will take a while as it will be accompanied by other orders via sea.

Recommendation:

That Andrew uses petty cash to order a replacement unit via airfreight in exchange for the free use of the cherry picker.

ARCS site

The site is overgrown with undergrowth and in need of a good trim. Note tree growing within 2m of instrument bed.



Recommendation:

That in the short term, one of the security guards who knows of someone with a grass cutter (whipper snipper with a rotating nylon cord) carefully trims the flora within the site paying particular attention to cables. This was being commenced before my departure. The availability of an operational grass cutter is a problem and I suggest that in the long term one be purchased for the site and operated by ACRS observational staff.

Refugee Status

Following the inspection of the facilities on “top side” and discussions with security personnel, it became evident that any area of concern for ARM ARCS and NIES staff is that of what happens when the refugees become disgruntled and decide to leave the compound. Although the facility has been constructed to “discourage” escape, it falls a long way short of preventing refugees from escaping when determined. This was a result of the camp planning process as it was determined that if they did escape they really had no where to go and with the help of the Nauru people could be “rounded-up” quite easily.

Current estimates have the number of refugees at 652 with approximately 300 Iraqis and 300 Afghans. Not a very good mix but an interesting social science experiment! 10 unarmed security staff currently guards the compound, but there are some 40-security staff on island that will respond in the event of a dilemma and believed to be better prepared to handle a more aggressive situation, should it occur. Alex Hancock from the Refugee Camp Coordination Office could not elaborate on response measures, but similar to reports from John Fisher of the Australian Federal Police (AFP) there is the suggestion that accommodation could cause a bigger threat to RESET and NIES operations than the possibility of a refugee insurrection. He provided assurance that security and response measures on island and additional off island support were more than sufficient to manage any feasible skirmish. It was also noted that given the circumstances the refugees are more than likely to be disgruntled with Australian authorities than that of the US authorities and personnel.

The period to “process” the refugees has been estimated to be between 6 – 12 months and given the influx of 200 more refugees on October 12 from HMAS Tobrook, it could be longer.

Recommendation:

In my opinion (emphasise “my”) the risk of threatening behaviour toward ARM staff is extremely small. In the event that the refugees decide to escape and become aggressive, there are apparent counter measures in place with the added suggestion that refugee action would not be directed at any group or people in particular. Recent refugee dissention experiences in Australia (Woomera) have suggested that personnel retribution is highly unlikely, but property damage is more probable.

That the refugee situation on island be monitored, with preparations for personnel deployment to continue.

Accommodation

The biggest concern on island at present is the lack of accommodation during the refugee processing and the need to ensure booking and subsequent re-confirmations. The accommodation shortage may be alleviated when the media contingent departs.

Recommendation:

As soon as RESET and NIES dates have been set, IED book accommodation and ensure availability by frequent re-confirmation up until arrival.

Contacts

Republic of Nauru Department of Industry and Economic Development

Secretary to the Minister, Mr. Joseph Cain

Director of Projects, Mr. Tyrone Deiye

ARM Project Administrative Officer, Mr. Andrew Kaiurea

ARM Project Operations Manager, Nicholas Duburiya

ARCS Observer, Henry Harris

ARCS Observer, Jana Tom

SPREP Contractor, Mr. Colin Schulz

Nauru Refugee Camp Manager, Mr. Alex Hancock

Appendix 1

Nauru ARCS and IED – Fortnightly Staffing Roster

Fortnight Sunday..... thru Saturday.....

Shift	Time	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat
am	0900 - 1300														
pm	1400 - 1700														
Night	2200 - 0200														
Reserve															
IED am	0900 - 1300														
IED pm	1400 - 1700														

Code	Staff Member	Total Hours Rostered For fortnight	Total Hours worked For fortnight	Variance (+/- hours)	Leave form Submitted? (yes/no, type)	Overtime worked? (yes/no, hours)
A	Nicholas Duburiya					
B	Megan Aliklik					
C	Henry Harris					
D	Franklin Teimitsi					
E	Andrew Kaiervia					
F	Jana Tom					

It is a requirement that two staff be present at the site except for Saturday and Sunday pm shift

The reserve staff member is to note who is on shift and be prepared to be contacted in the event of staff unavailability.

